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23 February 1955

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Proposal for an Instructor Development Program

1. CIA training courses, if they are to be of maximum effectiveness, must be conducted by instructors of proven teaching ability who have also had experience in the appropriate phases of the work of this Agency. The acquisition of such individuals has always been a major problem of the Office of Training.

2. The difficulty encountered in finding qualified instructors for the courses given for DD/I and DD/S students is serious; it is particularly acute in relation to the operational courses for DD/P students, where the necessity for operationally experienced instructors is self-evident. However, highly knowledgeable operational and substantive personnel, making careers in DD/P, DD/I, and DD/S, are not likely to be released to the Office of Training. In any case, they are made available for a tour with OTR of not more than 30 months, and there is no certainty that they will be able to teach effectively. Able instructors outside the Agency can be identified and recruited, but lack the necessary direct experience in the techniques and procedures peculiar to this Agency.

3. As one solution to the problem of getting qualified instructors, I propose the following plan. Teachers of proven ability will be recruited for OTR, given essential training, and then placed with DD/P, DD/I or DD/S for an appropriate overseas or headquarters assignment, returning at the end of a two-year tour to teach in OTR. From the time they are recruited until they begin to teach, they will occupy special OTR slots, created for this program and in addition to the present T/O. I suggest a total of 20 slots: 10 for 1955 (6 to be placed with DD/P, 2 with DD/I, 2 with DD/S), 5 for 1956, and 5 for 1957. Appropriate grades would be GS-11, -12, and -13. When the individuals assume their teaching responsibilities, they will be absorbed into the existing T/O of OTR, and the special slots vacated for further recruitments. This program would be continued as long as necessary.

4. If this "Instructor Development" Program could be initiated this year, OTR could expect to have by 1958 ten highly qualified instructors to relieve the chronic shortage. With this assurance, it would be possible to do more orderly planning of OTR careers and programs, and to increase the effectiveness of training generally.

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5. It is requested that this program be approved, and that twenty slots (over and above the present OTR ceiling) be provided to the Office of Training for this purpose.

/s/

MATTHEW BAIRD  
Director of Training

OTR/ [REDACTED] 25X1A9a

\*Approved:

/s/  
L. K. WHITE  
Deputy Director  
(Support)

DATE: 4 April 1955

\* The above course of action was recommended to the Deputy Director (General Cabell) and the Director (Mr. Dulles). On 21 March 1955 the Director authorized the Deputy Director (Support) to proceed. The necessary T/O and ceiling changes are therefore authorized.

/s/ L. K. W.

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